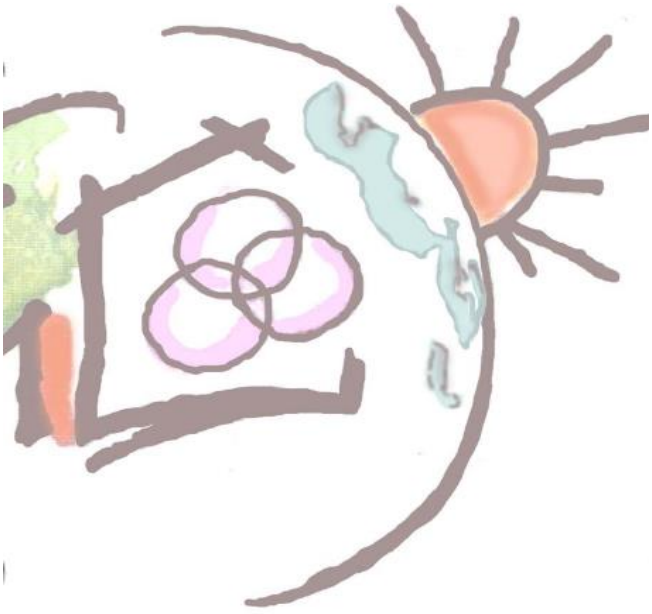
SOL PLAATJE MUNICIPALITY

Integrated Development Plan (IDP)

2014/15 – 2016/17

DRAFT

IDP REVIEW 2014/15



March 2015

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1. Introduction

IDP Review 2014/15

The Sol Plaatje Municipal (SPM) Council adopted its 5-year Integrated Development Plan for its term of office on 29 May 2012.

This is the 3rd review of the 2012/13 – 2016/17 IDP and is therefore not a "new" IDP. This reviewed IDP indicates the changes to the adopted IDP and the implementation of the Plan thus far – at mid-year 2014/15 - as well as new information, both internal and external that will have an effect on the further implementation of the IDP. The IDP will also be reviewed in terms of the relevance of its strategic objectives in line with shifts in national and provincial policies and plans.

The following process was followed in reviewing the IDP as per the Process Plan adopted by Council on 27 August 2014. Table 1 below indicates the main activities during this process.

Table 1: Process followed in Reviewing the 2014/15 – 2016/17 IDP

ACTIVITY	DATE	OUTCOME
Tabling of Draft Process Plan for approval to : 1. EMT 2. BSC and 3. Council	**8 Aug 14** **15 Aug 14** **27 Aug 14**	Approved Process Plan for the preparation of the 2014/15 – 2016/17 IDP Review and Budget for 2014/15 MTREF
Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities	**8 Oct 14**	Assessment Report: An assessment of existing Priority Issues, present Gaps in the IDP as well as issues identified in various government policy documents, engagements with political structures, provincial CoGHSTA, NT and other stakeholders. Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance.
1st Strategic Planning sessions with: 1. EMT, Manco 2. Mayco	**27 Nov 14** **31 Nov 14**	Finalising Key Priority Issues related to Assessment Report. Review Strategic Objectives for service delivery and development including backlogs aligned to district, provincial and national strategic plans and policies. Review financial and non-financial performance, analyse gaps between planned and actual performance. Determine financial position and assess financial/human resource capacity against possible future strategies.

Draft IDP and Budget Presented to: 1. EMT 2. IDP Budget Steering Committee 3. Mayco 4. Informal Council Meeting 5. Special Council Meeting	 **1. 13 Mar 15** **2. 16 Mar 15** **3. 18 Mar 15** **4. 27 Mar 15** **5. 30 Mar 15**	Present draft IDP priorities linked to Budget allocations including Draft Capital Programme aligned to IDP Key Priority Issues including Ward priorities
PROCESS TO COMPLETE IDP/BUDGET AND SDBIP PROCESS		
Public participation process: 1. IDP/Budget Business Forum 2. Galeshewe 3. Roodepan, Colville, Floors, Homevale, Homelite, homestead 4. CBD, Beaconsfield, Greenpoint 5. Platfontein, Ritchie, Riverton	 **1. 13 Apr 15** **2. 13 Apr 15** **3. 16 Apr 15** **4. 20 Apr 15** **5. 21 Apr 15**	Consult and receive input from community and stakeholder groupings with regard to draft IDP/Budget and SDBIP (Top Layer)
Finalise IDP/Budget and SDBIP	**Mid May**	
Present and Submit Final IDP/Budget and SDBIP 1. IDP/Budget Steering Committee 2. Informal Council 3. Special Council Meeting	 **1. 20 May 15** **2. 27 May 15** **3. 29 May 15**	

2. Driving Forces behind the Sol Plaatje IDP Review

Sol Plaatje did not develop its IDP in isolation. A range of National and Provincial policy documents informs IDP thinking and creates an important context for its own plans and strategies.

Achieving a developmental state is not the responsibility of government alone – let alone local municipalities. In the spirit of the National Planning Commission's "National Development Plan - Vision 2030", stronger social partnerships between government, organised labour, organised business and the community constituency are needed to address investment, employment and poverty challenges our country faces.

Government has developed a range of intervention approaches to support and guide action on growth and development. The most important of these documents in relation to local government are:

1. **The Local Government Turnaround Strategy (LGTAS)** approved by Cabinet in December 2009. The LGTAS is a country-wide programme, mobilising all of government and society to embark upon a concentrated effort to deal with the factors undermining Local Government and to restore good performance in the country's municipalities.

2. **The Outcomes Based Approach to Service Delivery** which was approved by the National Cabinet *Lekgotla* in January 2010 led to the adoption of twelve outcomes areas. For each outcome, a draft series of strategic outputs and measures were then developed. A high level Performance Agreement and a fully detailed and negotiated Delivery Agreement is expected to be developed by each national Minister/Department with key role-players applicable to that department to deliver these outputs. The strategic objective of the outcomes based approach is to improve service delivery across all government departments and introduce a more systematic planning and monitoring and evaluation focus across all spheres of government with concise activities and measurable indicators at activity, output and outcome level. Of specific interest for Sol Plaatje is Outcome 8 and 9:

    - **Outcome 8 refers to "SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE"**
    - **Outcome 9 refers to "A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM"**

3. **National Development Plan (NDP) – Vision 2030**
   In its foreword the chairperson of the National Planning Commission states that the Vision Statement and the National Plan is a step in the process of charting a new path for our country – a country wherein all citizens have the capabilities to grasp the ever-broadening opportunities available.

   The purpose of the plan is to change the life of millions of people in South Africa, especially the youth; life chances that remains stunted by the country's apartheid history.

4. **Northern Cape Growth and Development Strategy:** Identifies the key levers for growth in the Province, and includes the Northern Cape's development vision as:

   "Building a prosperous, sustainable, growing provincial economy to reduce poverty and improve social development."

   The two primary development objectives have been identified as:
    - *Promoting the growth, diversification and transformation of the provincial economy.*
    - *Poverty reduction through social development.*

   This document was released in 2005 and is in the process of being reviewed alongside the preparation of a NC Provincial Spatial Development Framework.

5. **Francis Baard Growth and Development Strategy:** Sets out a framework for achieving growth and development within the district by identifying key

focus areas for intervention. This framework flows from analysis of the district and draws from international best practice in (re)positioning regions for better development outcomes.

6. Intergovernmental Relations Framework Act, Act No 13 of 2005

It is also worthwhile to note the Intergovernmental Relations Framework Act, Act No 13 of 2005 that provides a tool for co-ordinating and focusing the combined resources of government. The "negotiations" within and between the spheres of government need to proceed alongside engagements with the community, organised labour, business and state-owned enterprises. The Sol Plaatje IDP draws extensively on the spirit of this Act in shaping intergovernmental cooperation in moving from strategy to action.

Key aspects of these National, Provincial and District plans underpinning SPM's Strategic Development Agenda (IDP Chapter 5) are highlighted in Chapter 2 of the IDP (pp14-33) and are not repeated here.

However, the National Development Plan (NDP) – Vision 2030 has been given greater emphasis as the point of departure for all spheres of Government in terms of planning and budgeting for next 20 to 30 years. The Plan includes integrated strategies for accelerating growth, eliminating poverty and reducing inequality. The NDP further emphasises lowering the cost of living for households and reducing the cost of doing business, especially for small and emerging enterprises.

In light of the above and for SPM to contribute towards the vision of the NDP it will, as a priority, embark on a process to develop a Growth and Development Strategy with a 30 year planning horizon.

The main objective of the GDS will be to address the following question:

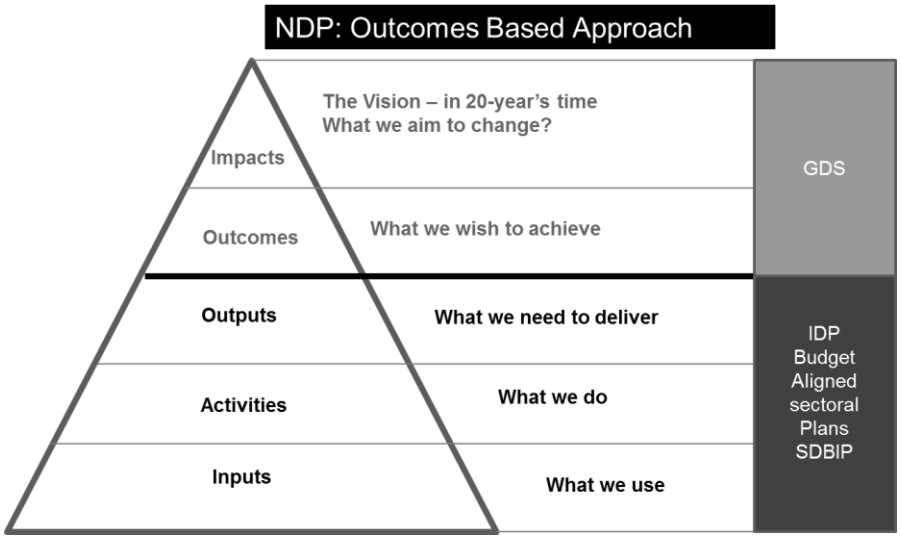
> ***"What will Sol Plaatje be able to offer a child born today in Galeshewe in 30 years' time? Can we be sure that such a child will have access to a dignified quality of life, be equipped with the right skills and have access to quality services and employment?"***

The truth is that we cannot answer this question today and we cannot presume that anything will be better in the future unless we act today!

At present the long term planning framework of the Municipality is fragmented and to a large extent incoherent which complicates development decision making and management due to its sectoral approach. A variety of plans, frameworks and policies exist, which in their own right is sound, but the integration and alignment of these plans, frameworks and policies are weak.

Through the GDS process SPM will achieve proper alignment between the different spheres' of government's plans and policies as well as sectoral and budget alignment. This is demonstrated in the illustration below:

Figure 1:

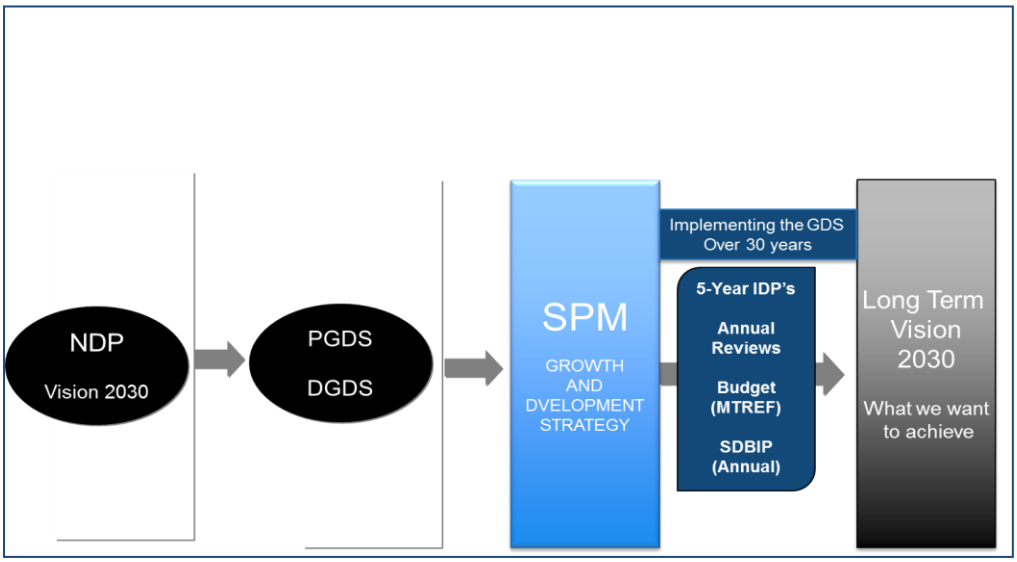


At present their exist a "gap" in the planning hierarchy in the sense that from a long-term planning perspective on national, provincial and district level the SPM need to align its planning with these documents on a "medium-term" perspective instead of a long-term perspective such as the GDS. In the illustration below this "gap" is filled with the SPM GDS which will then feed into the 5-year IDP's.

The GDS in the Planning (IDP) and Budgeting Context

The illustration below indicates how this process will unfold to ensure:

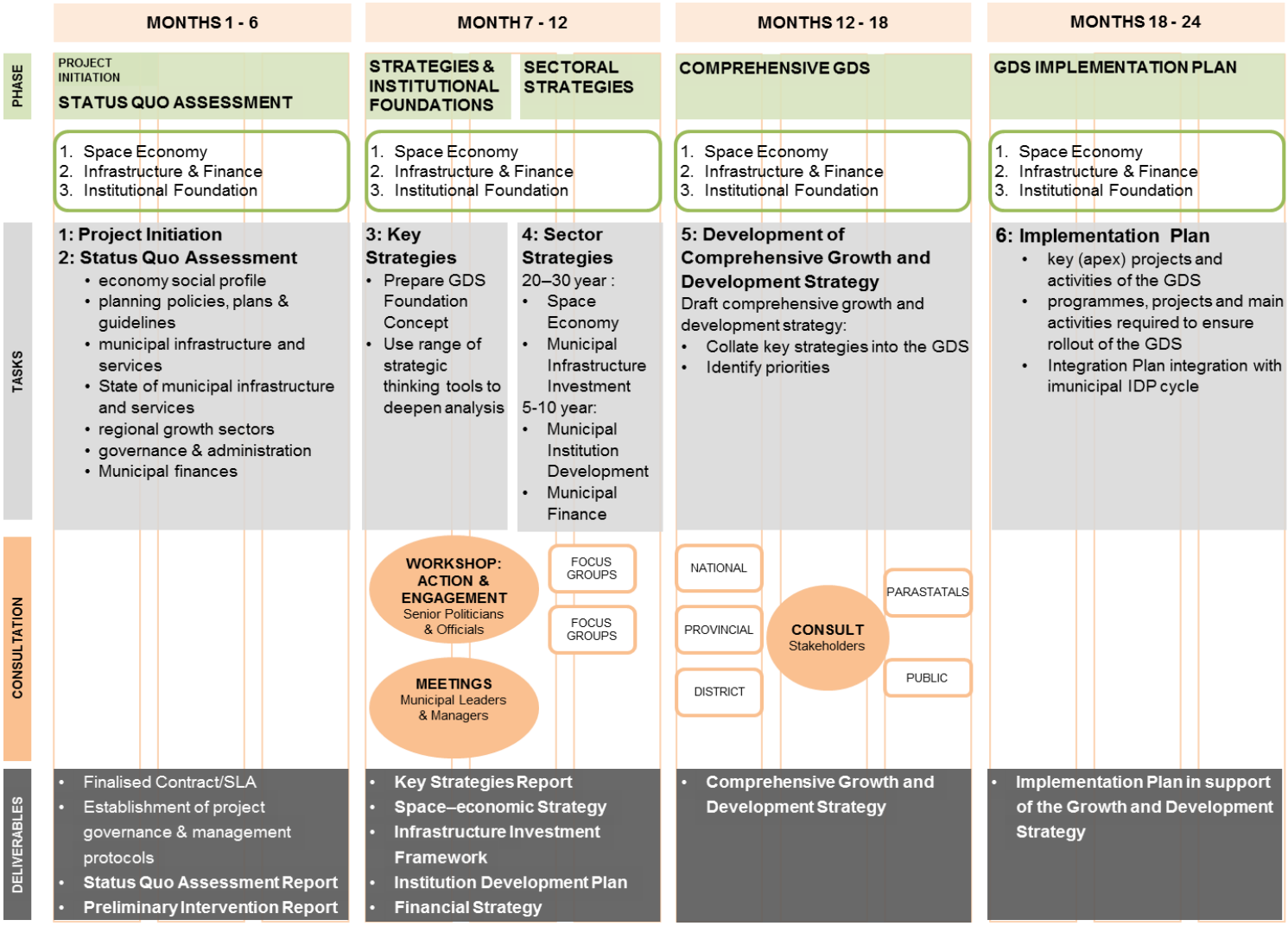
Figure 2: GDS in the Planning and Budgeting Context



1. Proper alignment to national provincial and district long-term plans and policies.

2. Alignment and linkage between all sectoral issues such as the space-economy (SDF and LED Strategy), municipal infrastructure investment (MIIF), municipal financial management and sustainability (financial plan) and municipal institutional development (institutional plan).
3. Transformation of the current development policy framework into one that is integrated, coherent, strategic and user friendly.
4. In-depth collaboration and consultation with all relevant stakeholders to ensure a common vision and understanding of the future growth and development path of SPM.
5. An implementation framework with key apex projects and activities linked to programmes and projects and main activities – with funding alternatives - that will be integrated with the municipal 5-year IDP and Budget cycles.

Figure 3: Process in Preparing the GDS



Importantly also is to ensure, through the GDS process, the sectoral alignment as mentioned above. At present SPM has a range of sectoral plans (see table below) which at this stage is to a large extend fragmented and incoherent which complicates planning, decision making and management.

Table 2: Existing Sectoral Plans

Sector Plan	Contribution to IDP Objective	Status
Spatial Development Framework (SDF) and aligned Land Use Management System (LUMS)	The SDF sets out the objectives for the desired spatial form of the municipal area. It also contains strategies relating to the desired pattern of land use. It also addresses spatial reconstruction and provides strategic guidance for the location and nature of future development in the Municipality. It contains a strategic assessment of the environmental impact of the SDF and identifies programs and projects for the development of land within the municipality. The SDF also sets guidelines for a land use management system. While the SDF deals with spatial policy issues the Land Use Management System (LUMS) gives effect to these policies and can be seen as the implementation tool of the SDF. The LUMS consist of a set of Zoning Plans which indicate the specific use allowed on the land parcel as well as a set of Scheme Regulations setting out the detail development prescripts for each parcel of land.	An SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a The LUMS which was published in June 2012 and became fully operational in July 2012. However the SDF and LUMS needs to be reviewed as it is currently not aligned to SPLUMA.
LED Strategy	The LED Strategy was prepared to investigate the options and opportunities available to broaden the local economic base of Sol Plaatje in order to address the creation of employment opportunities and the resultant positive spin-off effects throughout the local economy. Poverty and lack of economic development are two indicators of the sub-optimal functioning and operation of a development system, creating a poverty trap with a range of developmental and social problems. The creation of an economic base through the LED Strategy is deemed critical, since the local economy of Sol Plaatje is largely dependent on a select few sectors such as community services, mining and retail for the generation of	An LED Strategy was adopted by Council in 2009 and is due for a review.

Sector Plan	Contribution to IDP Objective	Status
	production and employment opportunities. The local economy is very vulnerable with respect to any shock (contraction or change) within these sectors, which could have a devastating effect on local communities in terms of job losses. This phenomenon is already evident within the Mining Sector as many mineworkers in the study area and the Province as a whole, have over the last few years, experienced retrenchments and job losses. It should be noted that strategy formulation is regarded as a process and this process can be applied to initiate economic development and inform the establishment of economic development partnerships between the local municipality, the community as well as the private sector. The strategy should not be regarded as an end in itself, but rather as a dynamic and pro-active tool to be used by the municipality to promote regeneration and economic development.	
Integrated Transport Plan (ITP)		Council adopted its ITP in October 2006. This plan is now due for review especially in relation to the "Space-economic Strategy".
Water Services Development Plan (WSDP)	The Water Services Act, 1997 (Act 108 of 1997) requires municipalities which have been authorized to render the water services provision function (Water Services Authorities) to: 1. draft a Water Services Development Plan as part of their IDP process 2. elicit comments on draft WSDP 3. consider and report consideration of comments 4. finalize and adopt the WSDP 5. supply copies to DWS, CoGTA & neigbouring WSA's 6. incorporate the WSDP into the IDP 7. report on the implementation of the WSDP every year	SPM in the process to prepare a WSDP in accordance with the new Guideline framework of DWA. Dwa is also in the process to review IDP assessment framework in consultation with CoGTA to align with WSDP Guide Framework
Disaster Management Plan (DMP)	The Disaster Management Act (No 57 of 2002) emphasis four main objectives, to be executed by all municipalities, namely; o The compilation of a Disaster Management Framework (DMF). o The execution of comprehensive disaster hazard, vulnerability and risk	The Disaster Management Plan was adopted by Council in August 2008. This plan is due for revision.

Sector Plan	Contribution to IDP Objective	Status
	assessment. o The compilation of disaster management plans. o Establishment of a Disaster Management Centre. These four objectives aim to help formulate and implement appropriate disaster risk reduction strategies The Disaster Management Plan guides all role players on how to proactively manage disasters, respond to disasters and recover from disasters.	
Integrated Waste Management Plan (IWMP)	The overall aim of the IWMP is to set out the direction required for the effective management of waste within SPM that will result in activities that will not only align those activities with the legislative compliance required but will have a positive effect on the health and wellbeing of communities and the environment. The IWMP addresses the following focus areas: o Review the current routes of collection and implement a cost effective and sustainable system of collection in all areas within SPM. o Ensuring a positive impact on the health of communities. o Limiting the impact on the environment. o Compliance with relevant legislation. o Encouraging community participation through mobilization, education and awareness programmes. o Proper management of the refuse disposal site so as to ensure legislative compliance and limited impact on the health of communities and the environment. o Proper and effective monitoring and control of all processes. o Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. o Implementation of resources required and the effective management thereof.	An Integrated Waste Management Plan has been adopted by Council in October 2011 and programmes/projects emanating from this plan have been included in the 5-year Action Plan of this IDP.

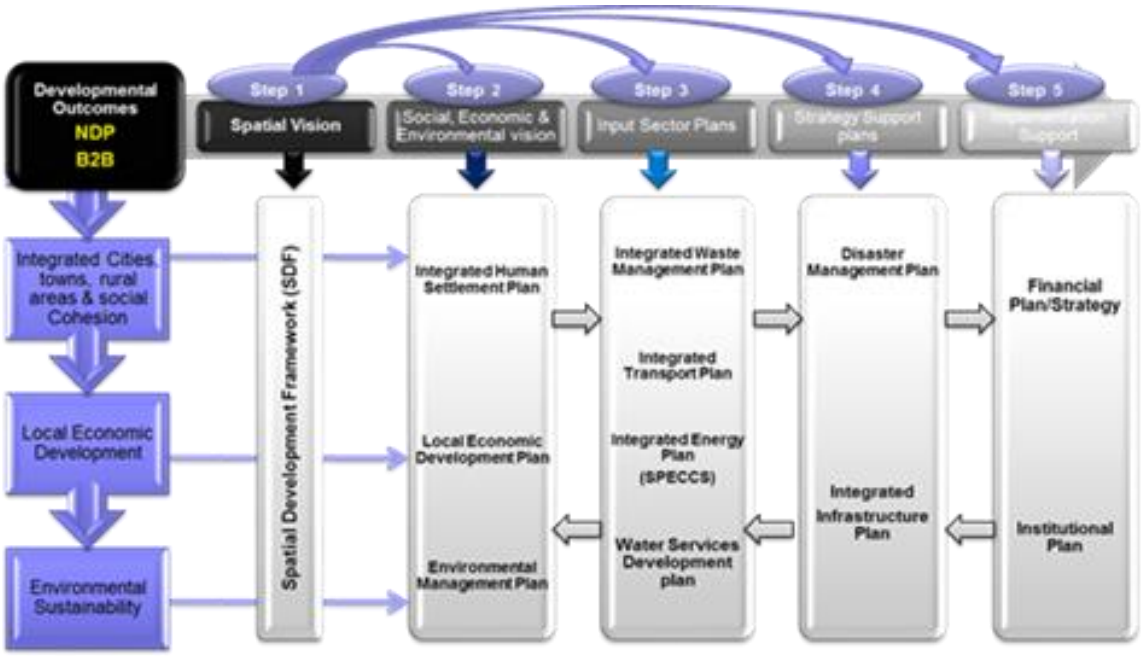
Sector Plan	Contribution to IDP Objective	Status
	o Prevention of air, water and soil pollution. o Effective law enforcement. o Eradicate illegal dumping and littering on municipal, public and private property.	
Integrated Environmental Management Plan (IEMP)	The IEMP presents an IDP sector plan, which strives to achieve the following: o To ensure that municipal development strategies and projects take cognisance of: • Existing environmental problems and threats; and • Environmental assets; o To ensure that the Chapter 1 principles of the National Environmental Management Act (Act No. 107 of 1998) are applied when: • Strategies are designed; and • Projects planned; o To ensure a healthy environment by ensuring that: • Urgent environmental issues are addressed; and • Envisaged projects have no negative impacts on the natural environment.	The Environmental Status Quo document (IEMP Volume 1), has been completed in Jan 2012 and takes stock of the environmental profile of SPLM in terms of the current state of the Municipality's environmental features and their associated issues. Volume 2 of the IEMP provides the strategic framework and interventions for addressing prioritised environmental issues and harnessing the potential of natural assets. Volume 2 has been completed in Mar 2012 and the IEMP is in its approval phase.
Municipal Infrastructure Investment Framework (MIIF)	The Municipal Infrastructure Investment Framework should address the following critical issues: o Bulk Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network) o Infrastructure network (reticulation) requirements (electricity, water, sanitation, roads, waste management – telecom and IT) o Replace and refurbish existing and ageing Infrastructure (electricity, water, sanitation, solid waste disposal and the transport network. Upgrade and extent the existing IT and telecom infrastructure network o Provide sufficiently for infrastructure operations and maintenance requirements (electricity, water, sanitation, solid waste disposal, roads, stormwater and the IT and telecom networks)	Due to the seriousness of the bulk infrastructure backlogs the Municipality commissioned a feasibility study to quantify the actual infrastructure backlog and to come up with a funding model. The feasibility study focused on critical infrastructure delivery such as water, sanitation and electricity capacity. This feasibility study was accepted by Council in 2010 and will inform the MIIF.
Financial Plan	The Financial Plan should define sound financial management and	According to the Municipal Systems Act a Financial Plan should be a

Sector Plan	Contribution to IDP Objective	Status
	expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It will further address: o Revenue raising strategies o Asset management strategies o Financial management strategies o Capital financing strategies o Strategies that will enhance cost-effectiveness o Operational financing strategies	core component of the IDP. This plan is in the process of being finalised and will inform this IDP's 5-year Action Plan.
Institutional Plan	The SPM's Institutional Plan will address: o A revised HR Policies and Procedures Handbook were prepared. o A reconciliation of the April, May and June 2010 payroll with the organisation establishment was conducted o An assessment of changes required to Macro and Micro Organisational Structure was completed and proposals on the "to be" Organisational Structure were drafted o A draft Human Resource Strategy Report was prepared. Linked to the above process an assessment was also done on the strengths and weaknesses of the current Sol Plaatje Municipal Political Governance Model and it was revised in line with relevant legislation.	As part of its Turnaround Strategy and OPCAR the Sol Plaatje Municipality has identified Institutional Building as a key focus area in line with the National Local Government Turnaround Strategy and Outcomes Based. An institutional overview indicated the critical interventions that were required in this area and has been included in a draft plan which is in its approval phase. A revised Political Governance Model was adopted and implemented during 2011.
Integrated Human Settlement Plan	The aim of the IHSP is to identify the location and nature of specific housing projects in the greater SPM area, the combined effect of which is to meet the net housing need in the area, insofar as possible within the strategic framework of the SPM IDP, taking into account the realities of development on the ground. The IHSP should be read with the IDP which remains the principal strategic planning instrument which guides and informs all planning and development and all decisions with regard to planning, management and	An IHSP has been adopted by Council in October 2011 and programmes/projects emanating from this plan have been included in the 5-year Action Plan of this IDP.

Sector Plan	Contribution to IDP Objective	Status
	development in the municipality.	
Ward Based Plans	Practical implementation plans should be prepared for each ward to include the following – in order to create sustainable livelihoods: o One needs to develop a "pro-forma" for these plans – they need to address the same things, follow the same process and look the same. o The plan needs to provide some community perspective/back ground, a statement of needs and then a plan. o The plan needs to address 1-year, 3-year and 5-year needs. o All service and functional areas need to be addressed. o A useful planning and monitoring tool to use is a matrix. The matrix effectively links plan, budget, responsibility and performance in one document/page. o The plan should also be highly illustrative.	

Through the development of a Growth and Development Strategy SPM will also be in a position to transform the current policy framework (including the sector plans) into one that is integrated, coherent, strategic and user-friendly. A strategic user friendly document can be produced through the GDS process that integrates and references all municipal plans, strategies and programmes related to the SPM's long term integrated spatial-economic vision and goals. This will result in the "logic of sector plans". This is illustrated in the diagramme below – which follows a logic sequence.

Figure 4: Logic of Sectoral Plans



From the illustration above SPM should:

- In the first instance look at how it can, on a local level, contribute towards the national development outcomes in creating integrated cities that include social cohesion.
- Secondly, how it can ensure an enabling environment for local economic development, and
- Thirdly, how it can contribute towards environmental sustainability.

The three above mentioned national strategic objectives (which also aligns to the principles of sustainable development) can be achieved by utilising the "logic of sector plans", in the absence of a Growth and Development Strategy, as illustrated above:

Step 1: The Spatial Vision

Everything happens in space. The above objectives therefore need to be spatially organised. It is therefore important that the SPM has a Spatial Development Framework in place that will ensure an integrated and optimal spatial development of the City and its surrounding areas.

The NDP, for instance, stresses the importance of a strong and efficient spatial planning system, well integrated across the spheres of government. In this endeavour it promotes the following actions:

- Reforms to the current planning system for improved co-ordination (SPLUMA is one example).
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
- Substantial investment to ensure safe, reliable and affordable public transport.
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people.

- Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.
- National spatial restricting fund, integrating currently defused funding.
- Establish a national observatory for spatial data and analysis.
- Provide incentives for citizen activity for local planning and development of spatial compacts.
- Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.

SPM has a SDF in place that should be reviewed to establish whether it still addresses the challenges as envisaged to create an integrated City that include social cohesion in terms of its space-economic development .

Step 2: Social, Economic and Environmental Vision

This step elaborate on the detail within the Spatial Vision namely to articulate the social -, economic -, and environmental vision through the following strategic plans, namely:

- An Integrated Human Settlement Plan
- A Local Economic Development Plan
- An Environmental Management Plan

These plans need to articulate in detail how SPM will transform its human settlements as envisaged by both the NDP and B2B in order for it to be socially and economically integrated and environmentally sustainable within the Spatial Vision.
These plans are especially important as it is the strategic priorities that should inform the Municipalities actions and allocation of resources. The B2B especially emphasises the output and impact of these plans.
Although SPM has prepared all three these plans – they were developed in isolation and therefore are fragmented and incoherent and complicates planning, decision making and management. It also do not contribute meaningful towards the goals and objectives of the NDP and B2B.

Step 3: Input Sector Plans

This step refers to the input that is necessary to realise the strategic plans mentioned in Step 2. It is the actual action plans that deal with the infrastructure and services such as:

- Integrated Waste Management Plan
- Integrated Transport Plan
- Integrated Energy Plan
- Integrated Water Services Development Plan

The important aspect of these plans are that they should include specific projects with time frames and budgets (including funding sources)

Step 4: Strategy Support Plans
The strategy support plans is complementary to the input plans and deal specifically with disaster management and a Municipal Infrastructure Investment Framework (MIIF).

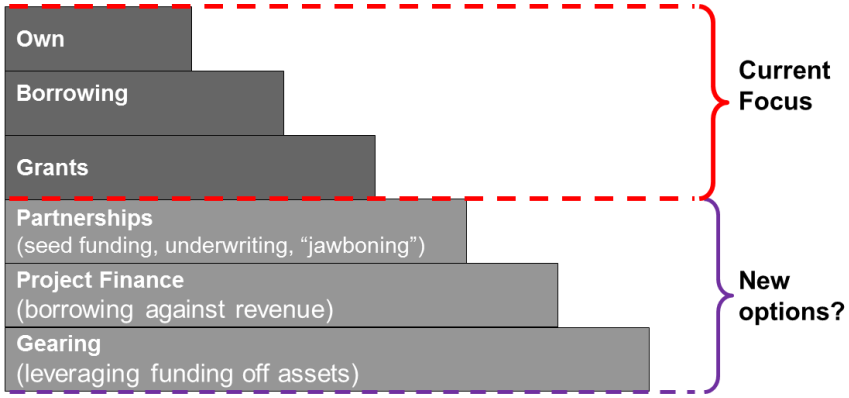
Step 5: Financial Strategy/Plan and Institutional Plan
The last step in the sequence of the "logical sector plans" is the resources needed to implement these plans. At this stage the Municipality is aware of what it needs to implement to achieve its goals and objectives and therefore need to allocate the necessary resources, which will include:

- The Financial Strategy/Plan
- The Institutional Plan (Human Resources)

By following the above process SPM will ensure that it structurally addresses all the issues related to what is envisaged in the NDP and B2B.

As part of the implementation framework of the GDS SPM also needs to explore new funding alternatives apart from the traditional sources of funding, as illustrated below in order to achieve its development goals.

Figure 5: Alternative Funding Methodologies



The GDS process should commence in July 2015 and can then inform the next five-year IDP cycle.

The present review therefore still relies on the key priority issues identified in the 2012/13 – 2016/17 IDP adopted by the present Council in May 2012.

2.1 Other Contextual Issues to Consider during this Review

It is crucial for SPM to have reliable information on its economic status and potential for effective planning.

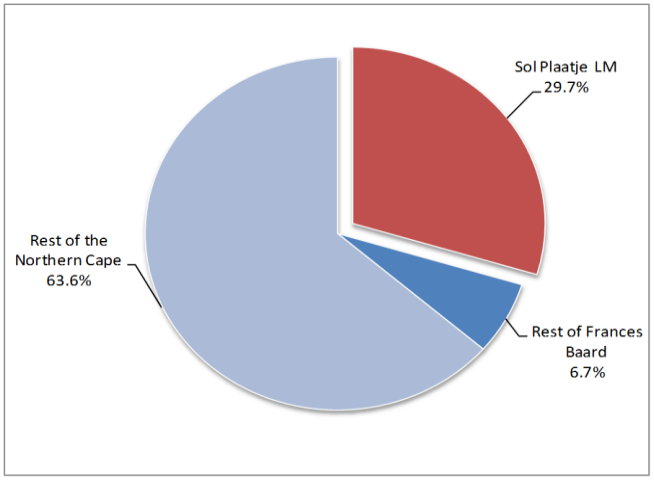
Information is needed that will empower the municipality to plan and implement policies and plans that will encourage the social development and economic growth of the people as well as business (informal and semi-formal) and industries in the municipality respectively. At present this

information is not readily available this is one of the main reasons for embarking on the GDS process. Without growth in the economy the municipality cannot fulfill its constitutional mandate as the resources for providing its core functions will not be available.

However, from available information[1] the following contextual issues can be derived.

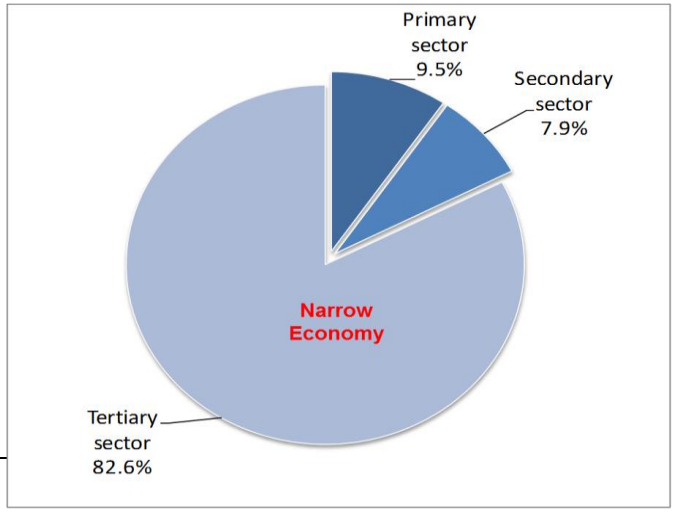
Sol Plaatje Municipality is a "small player" in the national economy but a "big player" in the provincial and regional economy. The graph below indicates the contribution of the SPM to the region and provincial GDP in 2010. Sol Plaatje contributed almost 30% to the total GDP of the Province. However in terms of the national economy, SPM contributed only 0,7% and the NC Province 2,4%.

Chart 1: GDP - Composition by region, 2010



Furthermore, the graph below indicates that the Sol Plaatje municipality has a very narrow economic base as the tertiary sector is the largest economic sector, contributing more than 80% towards the GVA while the primary sector only contributes 9,7% and the secondary sector 7,9%.

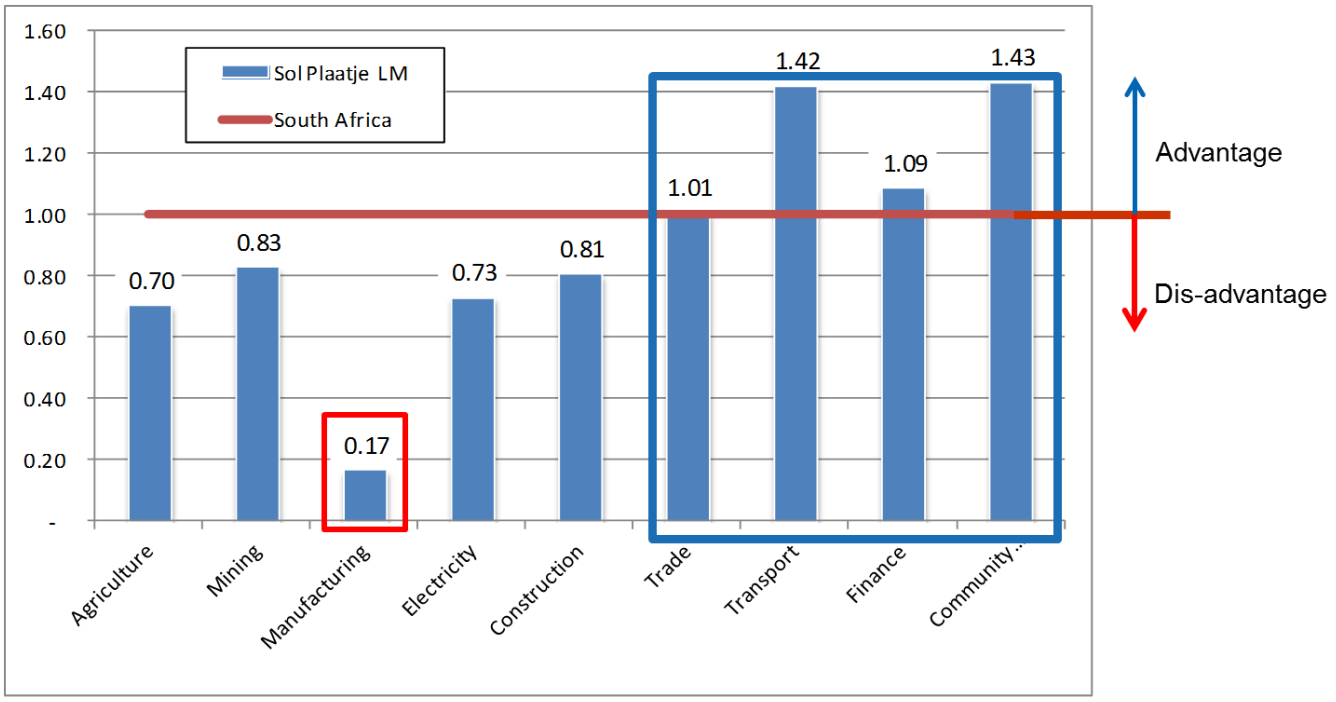
Chart 2: GVA – Sectoral composition, 2010



SPM therefore has a narrow economic structure and relies heavily on the tertiary sector which is consumptive and not productive and job creative. Should one then relate this to the education level of persons in the area where only 10% have post-matric and 90% matric or less with an unemployment rate of 33% which is mainly in the category of persons with matric or less a need exist for innovative ways to diversify the economy. The main job creating sectors are the primary and secondary sectors which employ the most unskilled workers.

The above is further demonstrated in the graph below which shows the SPM's comparative advantage by broad economic sector in comparison with the rest of South Africa. This clearly indicates the comparative advantage only in the tertiary sector.

Chart 3: Location Quotient by broad economic sectors for Sol Plaatje Local Municipality, 2010



Taking the above information into consideration SPM reviewed its key IDP priorities which are discussed in detail below.

3. Municipal Profile: Demographics

During the preparation of the IDP 2014/15 – 2016/17 IHS Global Insight was commissioned by the Sol Plaatje Local Municipality to compile and update an economic, socio-economic and demographic status quo of the municipality. This was a comprehensive and updated statistical overview of the Sol Plaatje Local Municipality and its place in the District, Provincial and National setting in order to ensure effective planning and decision-making. This is captured in the IDP 2014/15 – 2016/17 (Chapter 3).

Since then Census 2011 took place. The basic demographic figures have however been updated and are included in the tables below. The present economic indicators are however still relevant.

3.1 Person Statistics

Table 3: Population 2011 Census by Gender and Population Group compared to 2001 Census

	Black African		Coloured		Indian or Asian		White		Other		TOTAL	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
Male	52 351	73 273	30 525	33 048	780	1 608	12 662	8 913	0	3 370	96 318	120 212
Female	57 364	78 646	33 393	34 875	832	1 340	13 559	9 749	0	3 220	105 148	127 830
TOTAL	109 715	151 919	63 918	67 923	1 612	2 948	26 221	18 662	0	6 590	201 466	248 042

Sol Plaatje Municipality has a total population of 248,042 people living in its jurisdiction area according to the 2011 Census, growing at an average rate of 2,04% per annum since 2001 (growth rate in 2001 was -0,65%). More than 61% (54% in 2001) of the population belongs to the African population group, 27% (32% in 2001) to the Coloured population group, 1% (1% in 2001) to the Indian population group, 8% (13% in 2001)to the White population group and 3% (0% in 2001) to other population groups. In 2011 there were approximately 60 299 households (50 529 in 2001) in Sol Plaatje Municipality, with an average household size of 3.9 (3,98 in 2001) people.

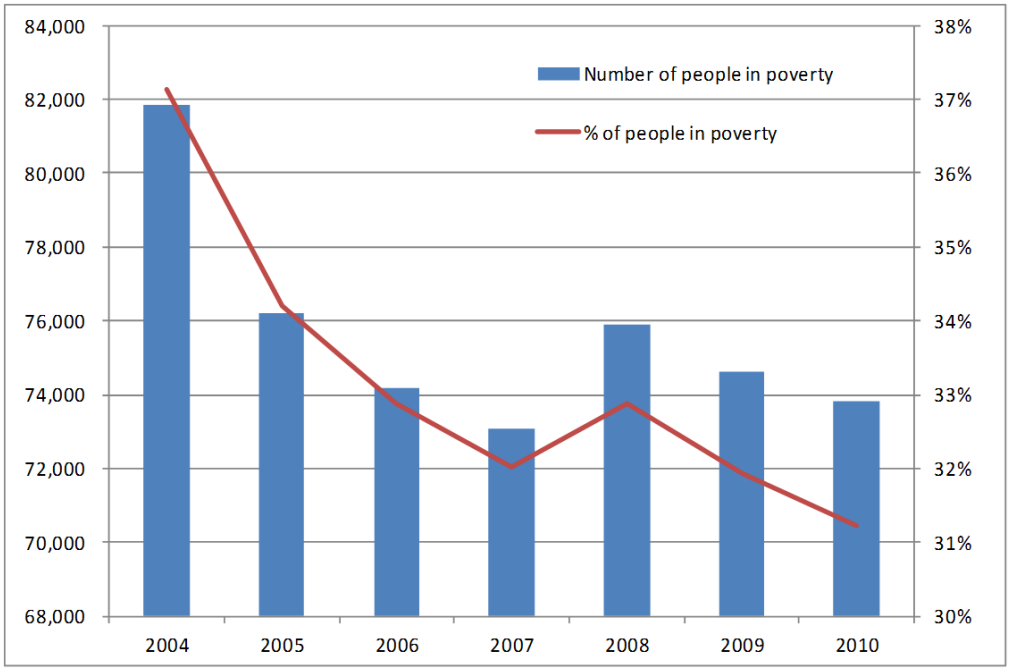
Table 4: Labour Market and Education Statistics 2011 compared to 2001

Labour market				Education (aged 20 +)					
Unemployment Rate (official)		Youth Unemployment Rate (official) 15-34 years		No Schooling		Matric		Higher Education	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
41,3%	**31,9%**	51,5%	**41,7%**	11,3%	**7,1%**	21,9%	**29,2%**	8,7%	**10,4%**

It is clear from Table 3 that SPM experienced a positive growth in employment and persons attaining a higher education which exceeded the population growth rate of 2,04%.

Linked to the unemployment rate the Chart below indicates the people living in poverty in the Sol Plaatje Municipality.

Chart 4: Number and percentage of people living in poverty, Sol Plaatje Local Municipality 2004 – 2010



According to the chart above the number of people living in poverty decreased dramatically to 31,2%. This is well below the national average of 39,9% as well as the provincial and district averages of 43,4% and 39,1% respectively. The NDP's target is to reduce the number of people living in poverty to 39% by 2030.

3.2 Household Statistics

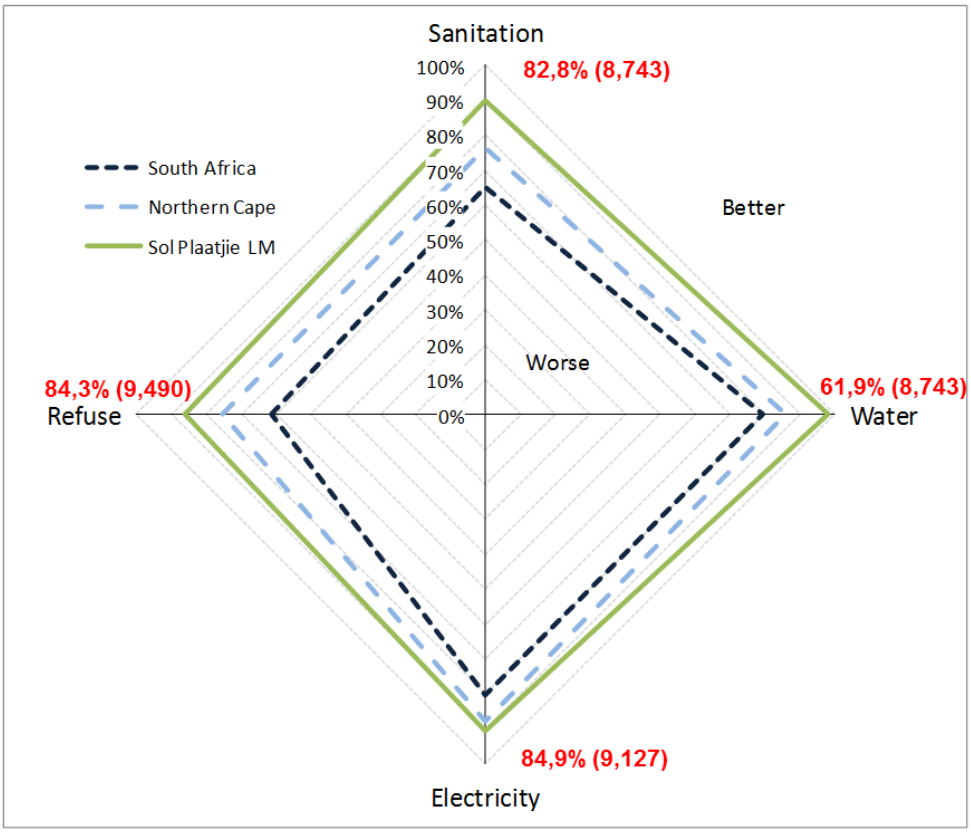
Table 5: Access to Household Services **(higher level)** 2011 compared to 2001

Level of Service	2001 %	2011 %
Piped water inside dwelling	51,2	61,9
Flush toilet connected to sewer	83,4	82,8
Electricity for lighting	82,4	84,9
Weekly refuse removal	90,8	84,3

SPM was able to provide more households with a higher standard of service in terms of water and electricity during the period 2001 to 2011 which was however not the case with sanitation and refuse removal. In the case of sanitation the main reason is that until 2009/10 SPM's bulk sewer treatment works ran out of capacity which led to a moratorium on development as new development – also housing development – could not be connected to the sewer network. The capacity problems have since been resolved and the moratorium has been lifted and enough capacity has been created for the next 20 years. Refuse removal also lagged behind mainly due to the increase of informal settlements – which is not accessible to deliver a waste removal service. This is still the case today.

The infrastructure diamond below depicts the four household infrastructure measures on a single diamond shaped chart. The larger the diamond, the better serviced the area is in terms of refuse removal, electricity, water and sanitation access. The dotted blue line shows the national average as a means of comparison, the light dotted blue line is the provincial comparison, whilst the green line shows the SPM's measure. The dotted blue line falls inside the green line indicating that SPM is performing better than the national and provincial average.

Figure 6: SPM Infrastructure Diamond: Basic Services: 2011



Although SPM does well in providing services to its communities the tables below indicate the backlogs and needs that still exist in terms of service delivery.

The table below indicate the number of informal settlements in SPM as well as the stage of development in each informal settlement.

Table 6: No and Status of Informal Settlements

Description	No of Areas	H/H
Planning not commenced	9	5 172
Planning in process	11	2 167
Planning completed - await registration	5	1 526
Install services	2	996
Housing	1	3 500
TOTAL	**28**	**13 361**

This information was provided through the research done by the service providers in the national Urban Support Programme of which SPM is a participant.

Table 7 below indicates the present backlogs/need for basic household services according to Census 2011, the provision of services since the 2012/13 financial year as well as the planned provision for the current financial year 2014/15. It also

include the growth of informal households since the 2011 Census and the survey done through the NUSP process.

Table 7: Basic Household Services Backlog and Need 2011

Service	Backlog Census 2011	Provision up to 30 Jun 2014	2014/15 Targets	TOTAL	Balance	PLUS Growth 2011 to 2013
New Houses (subsidised)	7 846	1 293	375	1 668	6 178	11 693
New Erven Planned and Surveyed	7 846	1 163	1 272	2 435	5 411	10 927
Houses connected to water	8 743	2 521	892	3 413	5 330	10 846
Houses connected to sanitation	9 343	3 552	892	4 444	4 899	10 415
Houses connected to electricity	9 127	2 335	214	2 549	6 578	12 094
Houses provided with waste removal	9 490	2 000	600	2 600	6 890	12 406
Roads Rehabilitation/Paving	297 km	25,7 km	2,5 km	31,7 km	265,3 km	-

Taking the above information into consideration SPM reviewed its key strategic IDP priorities which are discussed in detail below.

4. Reviewing the Strategic Development Agenda

4.1 Shaping the Vision for Sol Plaatje

The existing strategic development agenda of SPM is aimed at giving effect to the vision of the Municipality, namely

SOL PLAATJE, A DYNAMIC AND CARING MUNICIPALITY THAT PROVIDES A COMPREHENSIVE RANGE OF AFFORDABLE SERVICES TO ALL ITS RESIDENTS

This vision is in line with the Back to Basics programme (B2B) which states that the people should be put first and that municipalities should concentrate their efforts in providing basic services such as water and sanitation, human settlements, electricity, waste management, roads and public transportation in order to create decent living conditions.

In order to achieve this vision it will be important for SPM to ensure growth in the local economy in order to be sustainable. The SPM also needs to improve on the efficiency of its service delivery, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives that also encompass all national government priorities, namely:

- ***A better standard of living for all*** *- which requires a growing economy depending on a municipal strategy driving urban efficiencies; and*
- ***A better quality of life for all*** *- which requires a caring municipality concerned at providing universal access to basic municipal services at affordable levels while becoming a place where business would want to locate.*

4.2 The Strategic IDP Objectives

The present overarching strategy for development of the Sol Plaatje Municipality proposes looking at the IDP through the lens of the geographical "space-economy".

The "space-economy" means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, and so on) and the relationship of these settlements and activities to the infrastructure that connects and supports them and links in turn to surrounding agriculture and nature areas.
People live their lives in geographic space; how activities and infrastructure are organised in space fundamentally impacts on people's access to economic and social opportunities.

For example, locating housing for the poor far away from work opportunities, impacts on disposable income, work productivity and transport infrastructure provision. People have to pay a disproportionately high percentage of their incomes to move to and from work, journeys take a long time, and infrastructure and vehicles have to be provided and maintained to transport them. Also, locating business opportunities far from infrastructure increases the cost of products and diminishes the chances of success for large and small businesses. An informal trader or small café owner cannot hope to succeed without basic necessities such as water or a reasonable flow of passers-by.

The apartheid spatial legacy is the foundation for much of the inequity in society. A primary strategy of Apartheid was to manipulate the space-economy of towns, to provide good opportunities for whites and the rich and to deny opportunities for blacks and the poor. The best land and most viable locations, the best infrastructure and networks, have traditionally been offered to the minority of citizens. Only through restructuring the space-economy of our settlements can we hope to overcome our divided legacy.

Secondly, municipal strategy has over the last decade taken a strong "sectoral" approach. The approach looks at development in sectors such as Local Economic Development Plans, plans for 'creative industries', small enterprises, tourism, and so on. Unfortunately, much of this work is

silent on the impact of space on specific sectors and has assisted to hide spatial inequity in our settlements. For example, very few, if any, Local Economic Development Plans will look at the relationship between transport infrastructure, economic opportunity and job creation. (See "logic of sector plans" discussed above).

Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organised in space.

The IDP Objectives are still relevant but need some emphasis shifts due, mainly to the following issues:

1. The greater emphasis placed on the alignment of all government spheres to the National Development Plan – Vision 2030.
2. The Back to Basics Programme
3. The access of households to municipal services according to the latest National Urban Support Programme data on informal areas – which indicate huge backlogs in terms of basic household services. This is discussed in more detail later in the report.

4.3 Emphasis Shift in Attaining the IDP Objectives

For SPM to achieve its Strategic Development Agenda aligned to the NDP and B2B, priority should be given to the following key strategic priority issues which must inform the Municipality's resource allocation and activities for the 2015/16 MTREF:

1. An Infrastructure led growth path in the Local Economy to ensure Sustainable Development

SPM must continue and extent its bulk infrastructure development programme through a Municipal Infrastructure Investment Framework (MIIF). During this process special attention should be given to fully implement the recommendations of the Non-revenue Water Minimization Report's recommendation to address the excessive water losses and ensure and un-interrupted supply of water to all consumers.

Although SPM has already commenced with the implementation of some of the recommendations such as the implementation of zone metering for the better management of the water supply, there is a need to come up with a clear implementation plan that is fully funded to address all recommendations in the study.

SPM must strive attain its water supply strategy which is: *Certainty of supply and water quality.*

Due to excessive pollution of the Vaal River an investigation of using the Orange River as an alternative source is currently underway through the assistance of Department of Water and Sanitation. The project entails the investigation of using the Orange River as the water source for Kimberley that will have a futuristic cost saving on the operation and maintenance of Kimberley water supply system.

Currently the water business of Sol Plaatje municipality is becoming unsustainable due to excessive costs of purification due to poor water quality. This initiative is in line with the municipality's strategy of ensuring sustainable water supply to its residents. The current technology at Riverton Water Purification is not designed to purify extreme poor quality.

Road rehabilitation and development is still a priority. SPM should, however, focus more on applying preventative maintenance to roads such as resurfacing and crack sealing. These methods have proven to be more effective than patching as they would increase the lifespan of roads and thereby cutting future maintenance costs, enabling SPM to rather focus on the construction of new roads. Pothole patching is not an effective maintenance practice since it is reactive maintenance and does not contribute towards the structural enhancement of the pavement. The SPM has spent in excess of R35 m of its own funding for a resealing programme which commenced in March 2014. Options are presently being explored to source additional funding to continue with this programme.

Bulk Sewer infrastructure has been largely addressed with two sewer treatment works being completed (Beaconsfield 8-9ML and Ritchie 0.5-2.5ML) with Homevale WWTW being still under construction and will be completed in 2015/2016 financial year. This is clear evidence that bulk sewer is no longer a major crises as it used to be in the past 5 years. However, the major remaining challenge is the sanitation reticulation network that needs major attention. Regular sewer blockages and sewer burst continues to be a health hazard to communities. This problem needs to be resolved through preventative and proactive maintenance strategies. To achieve the above, SPM is currently in a process of procuring a second vacuum truck which will be used to unblock and maintain the municipal sewer system on an ongoing basis.

Apart from its infrastructure initiatives SPM should also build on its present partnership arrangements in moving towards a Green Economy. In this regard the energy saving programmes funded by the Eskom Demand Side Grant must be enhanced with the work presently being done on Climate Change through the SPM's Sustainable Energy and Climate Change Unit (SECCU). This becomes

especially important with the electricity generating capacity crisis prevalent at present nationally. The conservation of energy has become a prominent focus in South Africa – which is also highlighted in the NDP's development goals. To achieve these goals SPM should have clear plans and dedicated funding to implement projects and programmes which support the green economy.

SPM should also make the most of the opportunities offered by the establishment and development of the Northern Cape University. The present inner city revival programme should continue, supporting the development of the inner city component of the University, in order to use it as a catalyst for private sector development. This should be augmented by well-defined and sustainable incentives for economic investment and to reduce "red tape" in development applications to ensure an enabling environment for economic development.

2. Concentrate on the Municipality's core functions, namely to improve the efficiency of its Service Delivery to Households who need it most

The Municipality has gone a long way in upgrading its bulk infrastructure to enable growth. It now has to prioritise the reticulation of services to business and households. In this process it is important to take cognisance of the spatial development taking place – both in terms of commercial development and residential development to ensure that the reticulation of services is aligned to the 'space-economic' development of the City.

SPM must as a priority, and in line with the "logic of sector plans", complete its 5-year integrated and costed housing and service delivery plan to address the backlogs in household services in order to access the necessary funding for the different services from all available sources.

The Table (which is replicated from section 2.3 above) indicates the status of the need/backlog and provision of household services in SPM.

Need and Planned Provision of Household Services in SPM

Service	Backlog Census 2011	Provision up to 30 Jun 2014	2014/15 Targets	TOTAL	Balance	PLUS Growth 2011 to 2013
New Houses (subsidised)	7 846	1 293	375	1 668	6 178	11 693
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Service	Backlog Census 2011	Provision up to 30 Jun 2014	2014/15 Targets	TOTAL	Balance	PLUS Growth 2011 to 2013
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Houses provided with waste removal	9 490	2 000	600	2 600	6 890	12 406
Roads Rehabilitation/Paving	297 km	25,7 km	2,5 km	31,7 km	265,3 km	-

As is clear from the table above the SPM has a backlog in excess of 10,000 households in terms of services to households in spite of accelerated service provision, especially in the last 2 financial years. These backlogs are mainly within the informal settlements – although some backlogs occur within the formal areas but is miniscule in comparison with the informal areas.

In light of the above information SPM should prioritise its 5-year integrated and costed upgrading of informal areas, housing and service delivery plan, which should also include a strategy to address the notion of households to settle in informal areas. This will put SPM in a position to submit business plans in time for funding from national and provincial grants to address the above backlogs.

At present the SPM has prioritised the upgrading of informal settlements to ensure security of tenure to beneficiaries in the short term. During the present financial year 1,272 new erven will be created in informal settlements which could then be serviced in subsequent years. The "gap" housing as well as middle to high income housing opportunities are also be addressed at present and will be enhanced during the 2015/16 MTREF period.

Sol Plaatje Municipality is part of the National Urban Support Programme of the National Department of Human Settlements to assess and categorise informal settlements, a process that informs the development approach and other processes going forward.

The Integrated Human Settlements Plan is undergoing review and will be aligned with the IDP Review process. It is also important to ensure that a Social Housing Policy and a Housing Allocation Policy be developed.

A Customer Care Strategy and Plan will be prepared as a matter of urgency. An integrated Service Call Centre has been established which will ensure that the turn-around time for service requests/complaints will be reduced.

A fully fletched service centre has also been established in Ritchie to serve especially indigent customers without own transport and to enhance service delivery in this settlement. Existing decentralised pay points will be upgraded to serve communities more effectively.

As part of its strategy to concentrate its efforts on its core functions SPM will develop a strategy for the municipal owned resorts to turn these resorts around from being a liability to becoming an asset. The process to "provincialise" its personal health services is also in an advanced stage.

SPM will also prioritise the development and implementation of Ward (B2B priority) and Precinct Plans and attend to disaster management issues in line with the Disaster Management Plan – especially related to flooding which affects the poor communities most. These processes will happen in line with the "logic of sector plans" as discussed above.

3. Ensure Financial Sustainability

- Increase revenue enhancement
- Affordability of household account
- Increase own capital
- Enhance multi-year budgeting
- Move towards zero budgeting - especially for trading services

Mid-year budget risks identified by the municipality:

- Billing to the targeted levels
- Collection rate
- New organogram and funding
- Growth in demand for rates funded services (roads, planning and surveying)
- Prioritisation (what to fund first)
- Reducing grants
- Growth and development issues
- Economic issues

Due to the present economic climate it becomes very difficult for consumers to afford their monthly municipal accounts. SPM needs to look at innovative ways to make these household accounts more affordable. SPM is also in the process to put measures in place to ensure revenue enhancement.

4. Improve the Effectiveness of the Administration

The Mission of SPM, namely: To be a sustainable and efficient municipality, and the Values, namely: customer focus, integrity, transparency, openness and development orientation provides the backdrop for an approach to Human Resource's contribution to the achievement of municipal strategic objectives in the medium to long term.
The current SPM organisational model (in the process of being adopted) still has a number of challenges that need to be addressed specifically the funding thereof. The following pointers pertaining to human resources should be considered as a basis for changing the SPM trajectory.

The proposed SPM HR Strategy aims to align its Human Resources with the Municipal requirements by acquiring, developing and retaining the right staff with competencies that support SPMs IDP objectives and creating a Human Resource framework that promotes efficiency and productivity.

In particular, key changes required in the management of Human Resources at SPM include:

- The most critical HR deliverable must be a revised and consolidated organisation and staff establishment that reconciles with the payroll (without this proper HR management is not possible).
- The second most critical HR deliverable is a properly structured skills development plan, clearly indicating where the most critical skills gaps are and how they will be addressed.
- Following closely on this, a Succession Management Plan needs to be put in place (specifically taking the age profile of key staff and managers into account).

Another critical HR deliverable is a culture change programme to reinvigorate the organisation, establish a new code of conduct at all levels and positively enhance the profile of the municipality.

It is therefore critical to complete the work on the HR Strategy.

The present Performance Management System (PMS) must be fully institutionalised to all levels of staff and a Reward and Recognition Policy must be completed to ensure proper buy-in into the PMS. A process to prepare Standard Operational Procedures for all functions should also be prioritised.

It is also important to enhance the project management skills and processes in the administration to ensure the delivery of capital projects on time, within budget and according to set qualities. In this process the Project Management Unit should play a central role.

The table below indicate the IDP Objectives within each of the National Key Performance Area.

Table 8: National KPA's and SPM's IDP Objectives

National KPA	IDP Objective
1. Local Economic Development	1.1. To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks 1.2. To initiate, lead and sustain an investment environment for job creation in the SPM Area 1.3. To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth
2. Basic and Sustainable Service Delivery and Infrastructure Development	2.1 To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth 2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets 2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM 2.4 To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM
3. Municipal Financial Viability and Management	3.1 Ensure sound financial management and financial sustainability of SPM
4. Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement 4.2 To provide a framework for Municipal Transformation and Institutional Development
5. Good Governance and Public Participation	5.1 To ensure an improved audit opinion in line with the LGTAS 5.2 To enhance the Public Profile, Reputation and Positioning of SPM

5. Action Agenda: From Strategic Objectives to an Action Plan

SPM needs to operationalise the above Strategic Development Agenda. This is achieved by prioritising the IDP Objectives and the activities to achieve them as outlined above and to ensure that the resource allocation of the Municipality over the remaining period of this IDP cycle addresses these priorities. It is also important that it must be possible to monitor and measure whether this is in fact happening. This will only be

possible if Key Performance Indicators and Targets are developed for the IDP Objectives

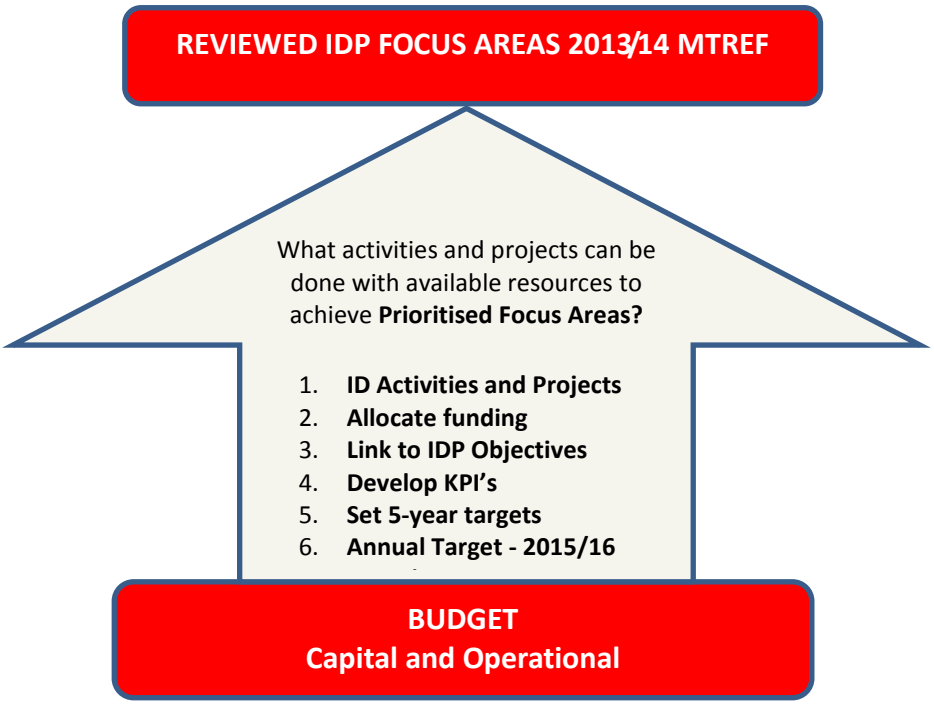
The prioritisation of the 5-year action plan, however, does not start from a zero-base. The current schedule of programmes, projects and activities contained in the SPM's Budget, and especially the capital programme consists of a mixture of roll-over committed projects, multi-year grant funded projects, counter commitments, and operational expenditure requirements.

The key challenge with the current schedule is the need to allow some reprioritisation without disrupting the momentum in delivering these programmes and projects. This was done to a large extent during the Adjustments Budget at the end of February 2015 which should be the starting point for prioritising the 2015/16 MTREF action plan.

6. Implementing the IDP and Budget through the Service Delivery and Budget Implementation Plan (SDBIP)

Projects and activities must now be identified to address the key focus areas discussed above and must be resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:

Figure 7: IDP/Budget/SDBIP Linkage



The operational resources are contained in the Operational Budget of the 2015/16 MTREF. Some of the line items in the Operational Budget need to address the IDP priorities indicated above – especially in light of the B2B programme as not all priorities relate to the capital programme.

The B2B programme approach is designed to ensure that all municipalities perform their basic responsibilities and functions without compromise. The programme is built on 5 pillars:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivery municipal services;
- Sound financial management and accounting; and
- Sound institutional and administrative capabilities.

The Back to Basics approach has institutionalised a performance management system that will recognise and reward good performance and ensure sufficient consequences and appropriate support for under performance. The approach will integrate information on all municipalities and ensure that the current challenges in the local government sphere, in the short and medium term specifically, are addressed. Attached as Annexure 1 is the Template according to which SPM needs to report on a quarterly basis to COGTA. As can be seen from this template most of the issues are operational activities.

The 5-Year Capital Plan contained in the IDP 2012/13 – 2016/17 has been included considering the projects adopted for the 2015/16 financial year according to the funding available at that time (Gazetted amounts) when the IDP and Budget were adopted in May 2014.

The present funding sources and the outer 2 years as gazetted is contained in the Table below. The final grant funding figures will only be available after the national budget has been presented to Parliament during the last week in February 2015.

Table 9: Capital Program Funding Sources

Funding	2015/16	2016/17	2017/18
	R'000	R'000	R'000
CRR	47 433	38 382	20 903
Municipal Infrastructure Grant (MIG)	46 626	48 393	51 097
Regional Bulk infrastructure Grant (RBIG)	5 550	–	–

Funding	2015/16	2016/17	2017/18
	R'000	R'000	R'000
Neighbourhood Development Partnership Grant (Capital Grant)	5 100	11 800	10 600
Integrated National Electrification Program(Municipal) Grant (INEP)	7 000	3 045	2 046
TOTAL	**111 709**	**101 620**	**84 646**

6.1 Monitoring the Implementation of the IDP and Budget

The IDP's Multi-year Municipal Performance Plan need to be finalised after completing the above processes, namely to complete both the operational budget and capital budget.

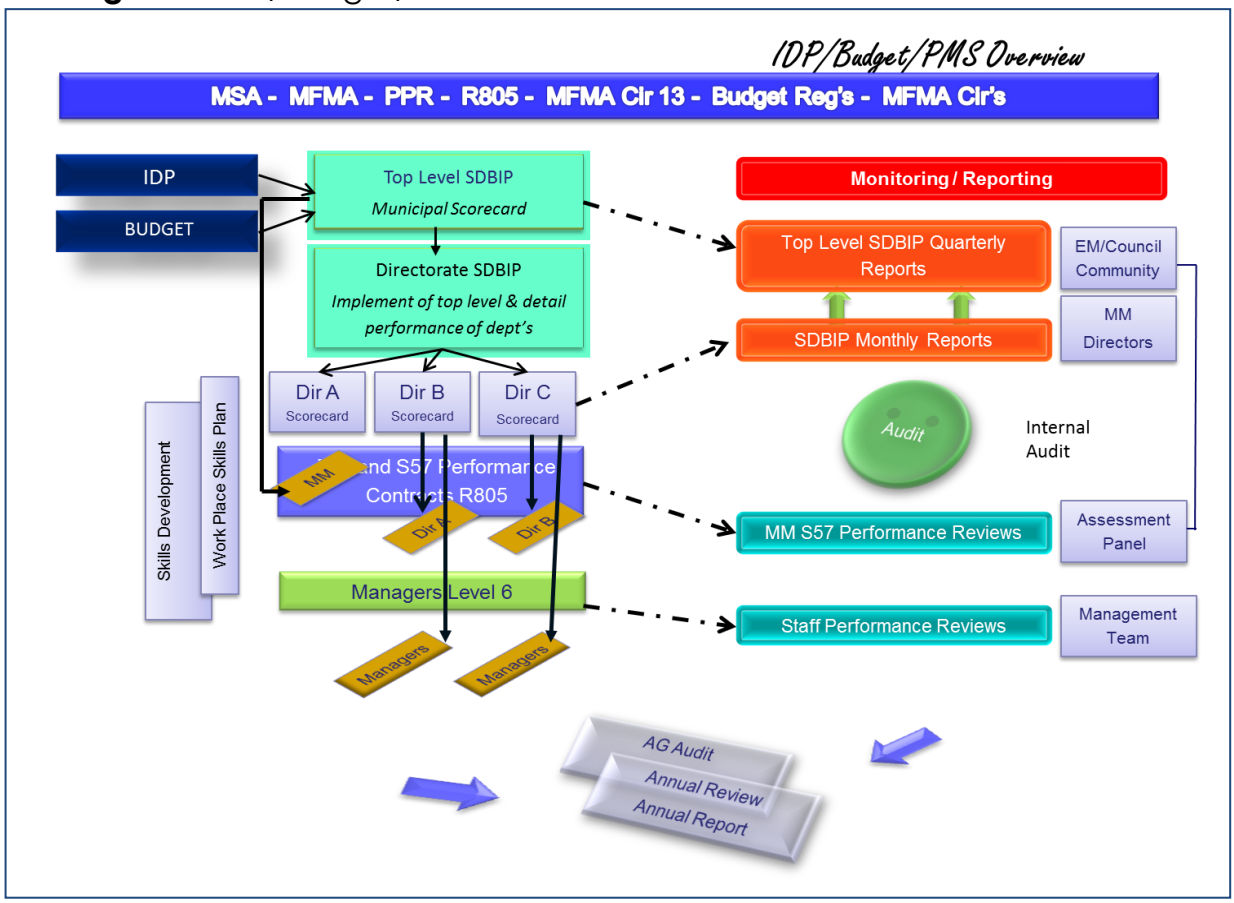
Finally the SPM's SDBIP for 2015/16 need to be prepared and submitted to the Executive Mayor. The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The IDP Objectives, Key Performance Indicators and Targets aligned to the Budget within each Key Performance Area in the Multi-year Municipal Performance Plan informs the SDBIP for the 2015/16 financial year and breaks it up into quarterly targets.

The "top layer" SDBIP is used as a framework for the Organisational Performance Management System. The implementation of the IDP and Budget is monitored, evaluated, reported and measured through the integrated Performance Management System (PMS) to ensure that the resources available to the Municipality are directed at the delivery of prioritised projects, programmes and operations that meet the agreed IDP Objectives. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritized delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- Guide future planning on development objectives and resource use.

The PMS process from planning through in-year monitoring and reporting up to the Annual Report is structured as per the figure below:

Figure 8: IDP/Budget/PMS Overview



SOL PLAATJE MUNICIPALITY: DRAFT FUNDED CAPITAL PROGRAMME

ANNEXURE 1

Per Ward and Funding Source

				2015/16		2016/17		2017/18	
Org Resp	Projects	Ward	Funding Source	Internal	Grant	Internal	Grant	Internal	Grant
GURP	Neighbourhood Development	Various	NDPG		5 100 000		11 800 000		12 600 000
UP	Township Establishtment studies	All	CRR	2 000 000					
UP	Reselling of erven services	All	CRR	2 000 000		2 000 000		2 000 000	
Elect	Diamond Park Phase 2	25	INEP		7 000 000		3 000 000		2 000 000
Elect	Highmast Street Lights	Various		1 500 000					
Elect	Replacement of Pre-paid meters	All	CRR	3 000 000		3 000 000		3 000 000	
Elect	INEP Eskom Grant	All	EDMS				45 000		46 000
Elect	Fleet Replacement Programme	All	CRR	4 000 000		4 000 000		4 000 000	
Water	Zone Metering and Pressure Management	All	CRR	3 000 000					
W/S	Replacement of water meters (Domestic&Business)	All	CRR	4 000 000		4 000 000		5 000 000	
Water	Riverton water (High Lift Pumps)	All	CRR/MIG	1 000 000		1 000 000			
W/S	Homevale WWTW Upgrade (15 Ml)	All	RBIG/MIG/ CRR		43 053 000				
W/S	Lerato Park: Bulk Water Mains	All	MIG		1 000 000		15 454 000		1 050 000
W/S	Lerato Park: Bulk Sewer Mains	All	MIG		1 000 000		12 359 000		2 825 000
W/S	Upgrade Carters Glen Sewer Pump	All	CRR	5 000 000		15 000 000			
R/S	Resealing of Roads	All	CRR					15 991 000	
IT	IT Replacement programme: Hardware and software	All	CRR	4 500 000		1 500 000		2 000 000	
Com	Sol Plaatje Cemetery	All	MIG/CRR	1 211 000					
Com	Landfill Site - Upgrade	All	MIG/CRR	12 885 000		442 000			
W/S	Ritchie Augmentation of Bulk and Connector Water	26,27	MIG		6 460 000		16 327 000		32 167 000
Exec	Loose Equipment	All	CRR	3 000 000		3 000 000		3 000 000	
Emerg	Homevale Satelite Fire Station	3	MIG		1 000 000		8 694 000		966 000
			Total Capital Expenditure	**R 47 096 000**	**R 64 613 000**	**R 33 942 000**	**R 67 679 000**	**R 34 991 000**	**R 51 654 000**
				R 111 709 000		**R 101 621 000**		**R 86 645 000**	

Ward Specific Projects for the 2013/14 MTREF

ANNEXURE 2

				2013/2014		2014/15		2015/16		2016/17	
Projects	**Ward**	**IDP Goal Code**	**Funding Source**	**Internal**	**Grant funding**	**Internal**	**Grant funding**	**Internal**	**Grant funding**	**Internal**	**Grant funding**
Ivory park (600) Planning and Surveying	1,2	2.3	CRR	1 320 000							
Kutlwanong (40) Planning and Surveying	16, 17	2.3	CRR	88 000							
Santa centre (100) Planning and Surveying	13	2.3	CRR	220 000							
Promised land (1,096 - 700 surveyed) Planning and Surveying	16	2.3	CRR	871 200							
Colville Electrification	28	2.3	INEP				1 200 000		1 000 000		
Waterloo Electrification (100)	20	2.3	INEP				1 700 000		3 300 000		
Ivory Park Electrification (200)	1, 2	2.3	INEP						8 600 000		
Santa Centre Electrification (100)	13	2.3	INEP						2 100 000		
Kutlwanong Electrification (44)	16, 17	2.3	INEP						950 000		
Colville services (120)	28	2.3	COGHSTA		3 840 000						
Electrification Infill Housing	All	2.3	INEP		3 000 000						
Integrated National Electrification Program(Municipal) Diamond Park	25	2.3	INEP		7 000 000		7 100 000		4 050 000		
Upgrading of Rental Stock (Flats e.g. Roodepan Flats)	1, 2	2.3	CRR	8 000 000							
Ritchie: Freedom Park Water and Sanitation	27	2.3	CRR	4 000 000							
Phomolong Services (Water and Sanitation)	15	2.3	CRR	2 200 000							
Ward projects to be identified			CRR	7 000 000							
			TOTAL			**-**	**10 000 000**	**-**	**20 000 000**	**-**	**-**
				0		**R 10 000 000**		**R 20 000 000**		**R 0**	

111 709 000

Funding	Original 2014/15	Adjusted 2014/15	2015/16	2016/17	2017/18
CRR	42 255 269	98 397 937	19 941 790	10 000 000	
Loan		54 100 000			
MIG	45 677 233	53 905 457	47 153 207	49 174 788	
PULA NALA	0	5 000 000	0	0	
R BIG	25 000 000	15 617 000	5 550 000	0	
NDPG (Capital Grant)	5 000 000		10 736 000	11 288 000	
EDSM	0	5 950 410	0	4 815 000	
INEP (Eskom) Grant	0		45 000	46 000	
INEP(Municipal) Grant	3 000 000	32 913 500	5 000 000	3 000 000	
ACIP	5 000 000	5 000 000			
Coghsta		21 864 800			
FBDM		4 763 840			
TOTAL	**125 932 502**	**297 512 944**	**88 425 997**	**78 323 788**	**0**

CONSOLIDATED QUARTERLY FINANCIAL AND SERVICE DELIVERY TARGETS FOR SOL PLAATJE MUNICIPALITY FOR 2015/16 per vote **ANNEXURE 2**

OFFICE OF THE MUNCIPAL MANAGER									Quarterly targets			
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	Annual Target 2015/16	Quarter 1	2016/17		2017/18
KPA 4: Municipal Institutional Development and Transformation	**4.1 To provide an overarching framework for sustainable municipal performance improvement**	IDP Office	Review Integrated Performance Management Policy annually by 31 May 2015	Reviewed policy. Minutes of council meeting where approved	Submission of documentary proof (progress reports, minutes of meetings and audit reports etc) of work done in reviewing the PMS policy	11	-	1	1			
		IDP Office	Implemenation of performance management policy at senior management and one level below that of the senior managers, including managers reporting to the accounting officer in terms of their functions by 30 June 2015	Performance evaluations, performance agreements, level of compliance	Performance evaluations, performance agreements, level of compliance		New	100%	100%			
		IDP Office	Conduct bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager	Number of assessments conducted	Assessment reports	12	2	2	2			
		IDP Office	Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter	No of Reports submitted	Actual report submitted and signed off by EM	11	4	4	4			
		IDP Office	Complete individual performance management to all levels of staff by 30 June 2017	% progress in establishing PMS to all levels of staff	Assessment reports	11	15%	75%	75%			
		IDP Office	Conduct bi-annual performance assessments of middle management (up to level 6) by 30 June	Number of assessments conducted	Assessment reports	11	2	2	2			

DIRECTORATE INFRASTRUCTURE AND SERVICES												
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	**2.1 To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth**	Water and Sanitation	Replace 2 old high lift pumps at Riverton Water Purification Works with new ones by Dec 2015	Number of pumps	Project progress reports, minutes of site meetings, physical site visits	2	0	-	-			
		Water and Sanitation	Completion of the bulk sewage project at Homevale will ensure an additional 15 Ml/day treatment capacity by December 2015	% completion of the project	Project progress reports, minutes of site meetings, physical site visits	1	64.00%	100.00%	100.00%			
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Electricity	Save 10MW of electricity during peak times by switching of 2 kW geysers of 25,000 households as requested by Eskom	Units of electricity saved	Calculations by City Electricity Engineer	3	New	-	-			
		Electricity	Decrease electricity losses to 15% by 30 June 2017	% electricity losses	Reports on electricity losses as per the actual records system	3	16.47%	15.5%	15.5%			
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Electricity	786 additional households connected to the electricity network by 30 June 2017	No of houses connected to electricity network	Project reports and actual measurement on the ground	3	492	446	446			
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Water and Sanitation	Decrease non-revenue water losses to 33% by 30 June 2017	% water losses	Reports on water losses as per the actual records system	2	44%	37%	37%			
			Achieve 100% Bluedrop Status by 30 June 2017	Annual % status achieved	DWA assessment report	2	84%	92%	92%			
			Achieve 100% Greendrop Status by 30 June 2017	Annual % status achieved	DWA assessment report		76%	90%	90%			

	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Water and Sanitation	2492 Additional Households connected to sewer network by 30 June 2017	No of houses connected to sewer network	Project reports and actual measurement on the ground	2	1854	-	-			
			2492 Additional Households connected to water network by 30 June 2018	No of houses connected to water network		2	1067	533	533			
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Roads and Storm water	Paving of 8,5 km residential roads by 30 June 2017	Km of roads paved	Project reports and actual measurement on the ground	5	New	2.5 km	2.5 km			
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Housing	1375 Additional Households to be provided with a subsidised house by 30 June 2018	No of houses constructed	Actual completed structures	5	516	409	409			
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Urban Planning	2000 Additional new erven planned and surveyed and ready for installation of municipal services in existing informal settlements by 30 June 2017	Erven planned, surveyed on approved SG diagramme	Layout Plans completed and approved General Plans	2	10	3 527	3 527			
DIRECTORATE FINANCIAL SERVICES												
KPA 1. Local Economic Development	**1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks**	Supply Chain Management	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to awards tenders	Register indicating the steps for assessing and awarding of tenders and dates when each step was signed off - from submission of the tender to	1	-	12	12			
		Supply Chain Management	To improve the SCM turnaround time to 6 weeks for once of contracts from closing date to date of award	Average time in weeks to awards tenders		1	-	6	6			
		Supply Chain Management	Through the adoption of Mzantsi Golden Economy strategy, promote tourism into the city using arts, culture and heritage as a strategy	Number of arts and culture related activities	Angenda's, attendance registers of tourism activities held		New	3	3			
		Supply Chain Management	Support SMME's through incubation and mentoring of at least 10 businesses annually	Number of businesses incubated and mentored	Reports of businesses incubated and mentored		New	10	10			
		Supply Chain Management	Through monthly inspection of residential business ensure that small businesses are licensed	Number of inspection reports	Inspection reports		New	12	12			
		Supply Chain Management	Host an SMME Business week annually	Hosted SMME business week. Prgramme, agenda, attendance registers	Agenda and attendance registers of business week hosted		New	1	1			
	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Supply Chain Management	Ensure that at least 60% of the Municipality's own procurement for goods and services are sourced from enterprises with a minimum of level 3 BBBEE contributor	% of the Municipality's own procurement for goods and services	Records/reports of goods and services procured	8	60%	60%	60%			
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	**2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM**	Finance/Water/ Electricity	12,000 Indigent households to receive free basic services (water, electricity and waste removal according to national guidelines) by 30 June 2018	No of indigent households receiving free basic services	Verified indigent register and financial reports	2	0	12 000	12 000			
KPA 3: Municipal Financial Viability and Management	**3.1 Ensure sound financial management and financial sustainability of SPM**	Finance	Improve revenue enhancement by ensuring a collection rate of 90,5% after debt write off by 30 June 2017	% collection rate	Financial and Audit reports	6	83%	89.4%	89.4%			
		All	To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2017	% capex of capital budget	Financial and Audit reports	6	0	90%	90%			
		All	To spend at least 95% of the Operational Budget annually (30 June)	% opex of operational budget	Financial and Audit reports	6	0	95%	95%			

		Finance	Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2017	Debt coverage (Total operating revenue-operating grants received)/debt service payments due within the year)	Financial and Audit reports	6	1.83:1	2:1	2:1			
		Finance	Reducing the ratio of outstanding service debtors to revenue to 20% by 30 June 2017	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	Financial and Audit reports	6	52%	25%	25%			
		Finance	Increase the cost coverage ratio to 3:1 annually or maintain the current status by 30 June 2017	Cost coverage (Available cash + investments/ monthly fixed operating expenditure)	Financial and Audit reports	6	2:1	02:01	02:01			
		Finance	Increase the municipal reserves by at least 10% per annum from the previous year's actual balance annually (30 June)	% increase	Financial and Audit reports	6	100%	-	-			
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	**2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets**	All	To spend at least 10% of the operational budget on O & M by 30 June 2017	% spend on O&M	Financial and Audit reports	6	5%	8%	8%			
KPA 3: Municipal Financial Viability and Management	**3.1 Ensure sound financial management and financial sustainability of SPM**	All	Decrease employee related costs to 30 % of the Operational Budget by 30 June 2017	Employee related cost as a % of Ops Budget	Financial and Audit reports	6	34%	32%	32%			
KPA 5: Good Governance and Public Participation	**5.1 To ensure an improved audit opinion in line with the LGTAS**	SCM	To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders/quotes submitted by 30 June 2017	% successful appeals	Actual appeals lodged	8.25%	0	5%	5%			
	5.1 To ensure an improved audit opinion in line with the LGTAS	All	Achieve an unqualified audit opinion from the 2014/15 financial statements onwards	Annual AGSA opinion	AGSA Annual Audit Report	12	Qualified	Un-qualified	Un-qualified			
		Risk management unit	Submission of an annual report on risk management maturity level of SPM to NT by 30 June each year	Maturity report submitted	Maturity report submitted	12	1	1	1			
		Risk management unit	Review service delivery mechanisms and improve turnaround time by conducting quarterly risk assessments	Number of risk assessments conducted	Risk assessment documents	12	New	4	4			
	5.3 To continuosly assess internal control environment by conducting internal audits across various functions of the municipality	Internal audit	Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue least 10 internal audit reports to the audit committee during the year	Number of internal audit reports compiled	Internal audit reports	12	New	10	10			
	5.3 To ensure that the municipality provides basic services to the community in a cost effective manner	Finance	Adoption of the back to basics to inform service delivery strategy of the municipality by 30 June 2017.	Back to Basics strategy adopted	Back to Basics strategy adopted	12	New	1	1			
	5.4 To ensure that customers have a platform to express their level of satisfaction with the services of the municipality as well as their experiences whilst interacting with the staff	Finance	Conduct at least 5 community surveys on on service delivery related experiences	Number of community surveys conducted	Surveys	12	New	5	5			

DIRECTORATE CORPORATE SERVICES												
KPA 5: Good Governance and Public Participation	**5.2 To enhance the Public Profile, Reputation and Positioning of SPM**	Webmaster	Ensure an updated and interactive web site linked to other spheres of Government on a continuous basis	% compliant to relevant legislation	Actual updated information on web	11	New	100%	100%			
		Webmaster	Establish effective communication channels and feedback mechanisms through the provision of a well managed municipal website as well as monthly municipal newsletters.	Municipal website and number of newletters published	Municipal website and number of newletters published	11	New	12	12			

KPA 4: Municipal Institutional Development and Transformation	**4.2 To provide a framework for Municipal Transformation and Institutional Development**	Equity Unit	All levels of personnel on the organogram of the SPM should be 100% representative according to the Employment Equity Plan of the Municipality as well as the most recent Provincial EAP Profiles by 30 June 2017	% progress	Equity register	12	87%	70%	70%			
		Human Resources	Compile an approved Human Resource Management Plan with specific reference to staffing (attraction/retention), HRA, HRM and HRD by 30 June 2017	% progress in preparing HRM Plan	Submission of documentary proof (progress reports, minutes of meetings, actual plan etc) of work done in preparing an HRM Plan	12	60%	100%	100%			
		Risk Management Unit	Compile and approve a "top 10" risk register by 30 June 2015	Approved risk register	Approved risk register	12	New	-	-			
	4.2 To provide a framework for Municipal Transformation and Institutional Development	Risk Management Unit	Facilitate the implementation of an Enterprise Risk Management Framework annually	Number of risk assessments conducted	Updated Risk Register and Minutes of Audit Committee	NA	New	4	4			
			Submission of an Annual Report on risk management maturity level of SPM to NT by 30 June each year	Maturity Report submitted	Maturity Report and Minutes Audit Committee	NA	New	1	1			

DIRECTORATE STRATEGY, ECONOMIC DEVELOPMENT AND PLANNING												
KPA 1 Local Economic Development	**1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks**	Building Services	Ensuring the turnaround time for building plan approval to 8 weeks by 30 June 2017 for buildings or architectural buildings greater than 500m² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	1	18 weeks	10 weeks	10 weeks	8weeks		8weeks
			Ensuring the turnaround time for building plan approval to 4 weeks by 30 June 2017 for buildings or architectural buildings less than 500m² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	1	0	4 weeks	6 weeks	4 weeks		4 weeks
		LED	Improving the turnaround time for development applications (rezoning) from receipt of all sectional comments, submission to Development and Planning Committee and Council to 12 weeks by 30 June 2017	Average time in weeks to approve applications	Register indicating the steps for approval and dates when each step was signed off - from submission of application to final approval	1	0	12 weeks	10 weeks	10 weeks		10 weeks
	1.2 To initiate, lead and sustain an investment environment for job creation in the SPM Area	LED	Create 1025 FTE jobs through initiatives of the SPM (including LED, EPWP, Capital Projects, Maintenance activities etc) by 30 June 2017	No of FTE jobs created	Register of jobs created through EPWP, Capital projects, maintenance activities etc	1	FTE	320	300	350		375

	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Properties	To alienate earmarked Municipal land and properties to the value of at least R 5 million for development purposes in line with the SDF/LUMS on an annual basis	R value of proceeds received from land and property sales	Contracts signed and financial records	1	0	5 000 000	-	-		-
		Properties	To perform at least two feasibility studies to identify suitable land for human settlements in order to ensure security of land tenure for people	Number of feasibility studies performed	Feasibility studies performed	1	0	New	2	2		2

DIRECTORATE COMMUNITY AND SOCIAL DEVELOPMENT SERVICES												
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	**2.4 To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM**	Cleansing	1800 new Households to be provided with a weekly solid waste removal service by 30 June 2017	No of houses receiving a weekly solid waste removal service	Project reports and actual measurement on the ground	2	0	0	600	1200		-
		Parks	A planned, prioritised and budgeted operational plan for each section in the Directorate Community and Social Development Services (Personal Health, Environmental Health, Library, Parks and Recreation, Emergency, Traffic, Motor Registration and Licensing and Social Development)	Operational plan	Operational plan	2	100%	100%	-	-		-